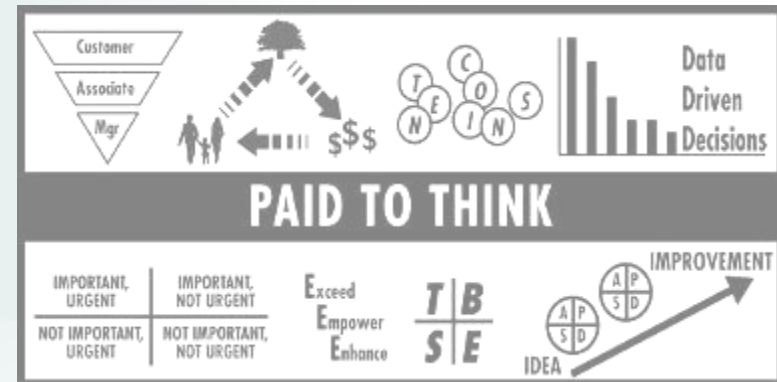


Organizational Assessment: The Roadmap to Improvement

Jeff Jones
Director of Quality
CH2M HILL



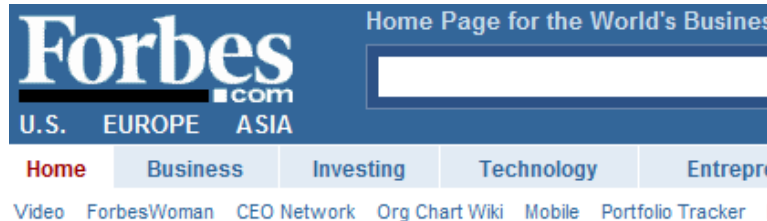
Changing Conditions Require New Thinking



ENVIRONMENT > WATER SUPPLY

Drought Scrambles Texas Water Utilities' Finances

by [Kate Galbraith](#) | 9 hours ago | [5 Comments](#)



Associated Press

Alaska: Utility rate increase decision delayed

Associated Press, 08.30.11, 11:20 AM EDT

The Pueblo Chieftain

City gets bad news on budget, sales tax



Communities who buy water from Wichita brace for rate increases

August 30, 2011

Residents decry water rate increases

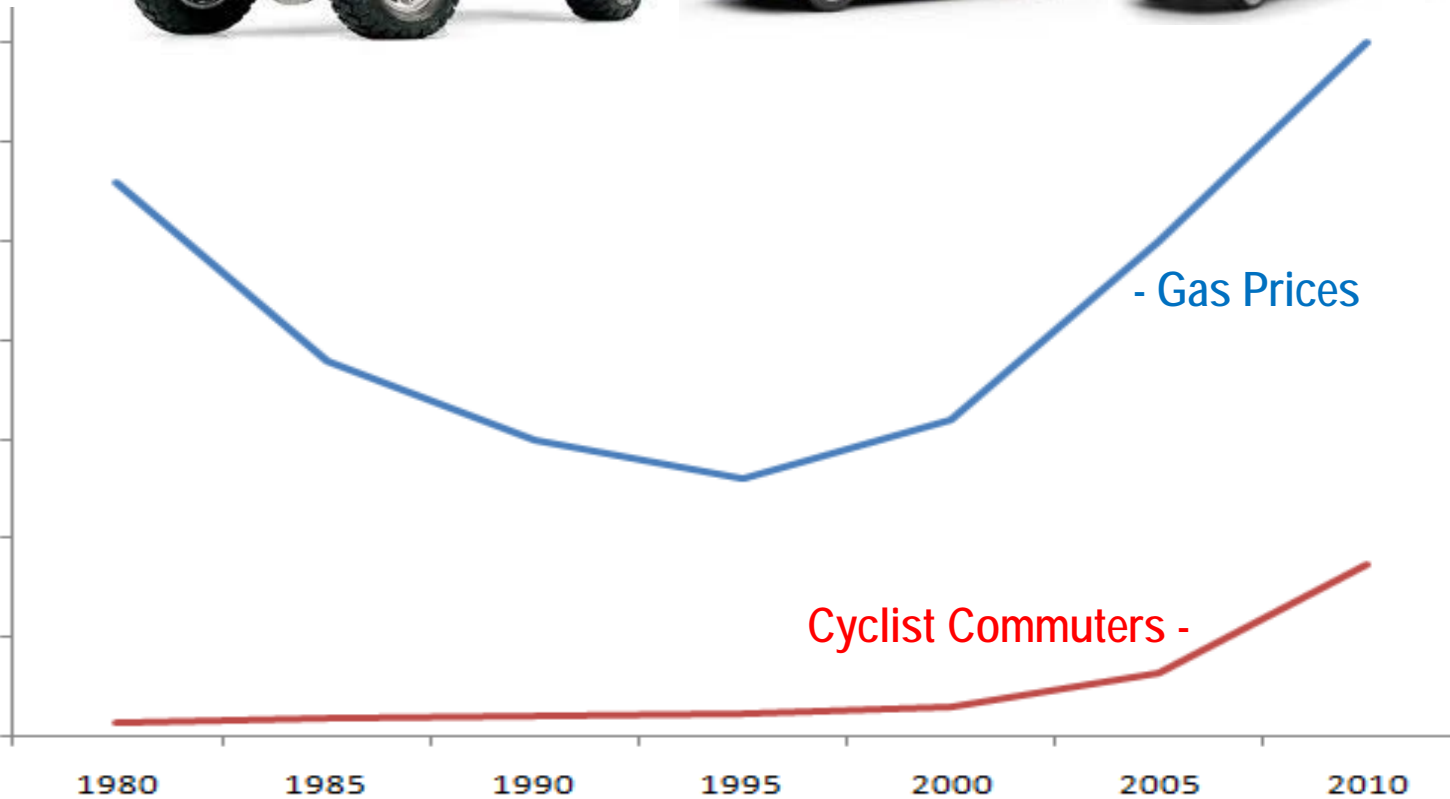
Net increases for some could total 70 percent locals say

By **BRADEN LAMMERS**

Braden.Lammers@newsandtribune.com

The "New Normal"

Past: Do More, With More
Recent Past: Do More, With Less
New Normal: Do Less, With Less



The “New Normal” – Seattle, Detroit, etc.

| | |
|--------------|--------------------|
| Past: | Do More, With More |
| Recent Past: | Do More, With Less |
| New Normal: | Do Less, With Less |

Examples:

- 1) Detroit Public Services
- 2) Seattle Call Center
- 3) Southwest Airlines – seating / peanuts
- 4) Home Depot – no credit card signatures

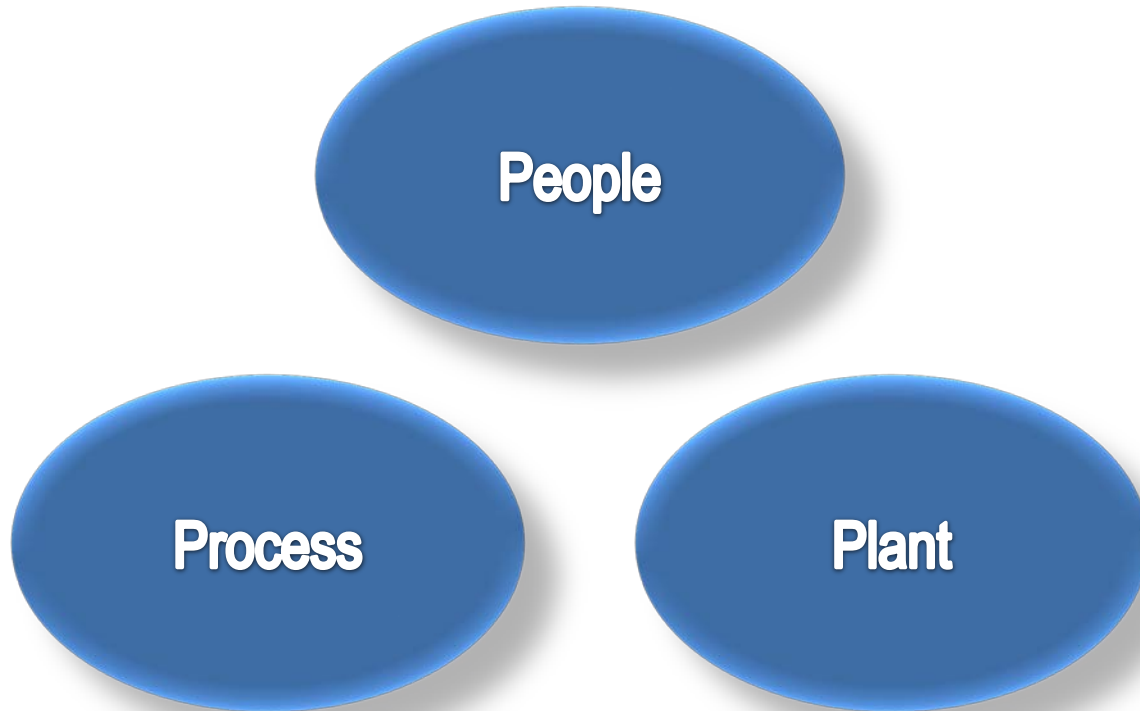
The Tale of 2 men and a Rock Crusher

Effective assessments enable thoughtful solutions

The Importance of Effective Assessments

Effective Utility Management

WHY Things Are The Way They Are



The Way Things Are

Lessons from CH2M HILL Water Reconstruction Program in Iraq



Saddam & The Stone

Why utilities failed

The Boston Globe

Iraq's project costs may fall to US Millions more in funds needed

By Farah Stockman, Globe Staff | January 1, 2006

"We have to take what we have done and work with Iraqis" to improve their skills and training, Dawn Liberi, director of the US Agency for International Development's Iraq mission, said in a recent interview. "We certainly want to make sure that investments that have been done to date are not lost in future."

In Baghdad, another water treatment plan failed because of mismanagement,



Some Actual Results (U.S.)

Institutionalizes efforts below,
ensures sustained success

People

Process

Plant

32% reduced energy
(kWh) in Michigan
sewage plant

Business Case Evals:
\$20Million trimmed from
Ohio (Capital Plans)

How To Assess

Our Remedy in Iraq & in U.S.

Assess / Gap / Improve / Learn



- Leadership
- Strategy
- Customer Engagement
- Employee Engagement
- Knowledge Management

Awareness Test

What About You?

Your Awareness Test (1 = bad, 5 = good)

My organization....

- 1) Has a clear mission (you have it memorized)
- 2) Department / individual goals are linked to our mission
- 3) Is prepared for challenges (financial, environmental, etc)
- 4) Engages customers to establish service levels
- 5) Asks what employees think
- 6) Uses employee input effectively
- 7) Encourages innovation & changing the "status quo"
- 8) Measures & communicates organizational effectiveness (balanced scorecard, key performance indicators, etc)
- 9) Has active, focused sustainability efforts (energy, chemicals, etc)
- 10) Uses meaningful benchmarks to drive continuous improvement

People / Planning – 2 Men and a Raft



What caused the problem?

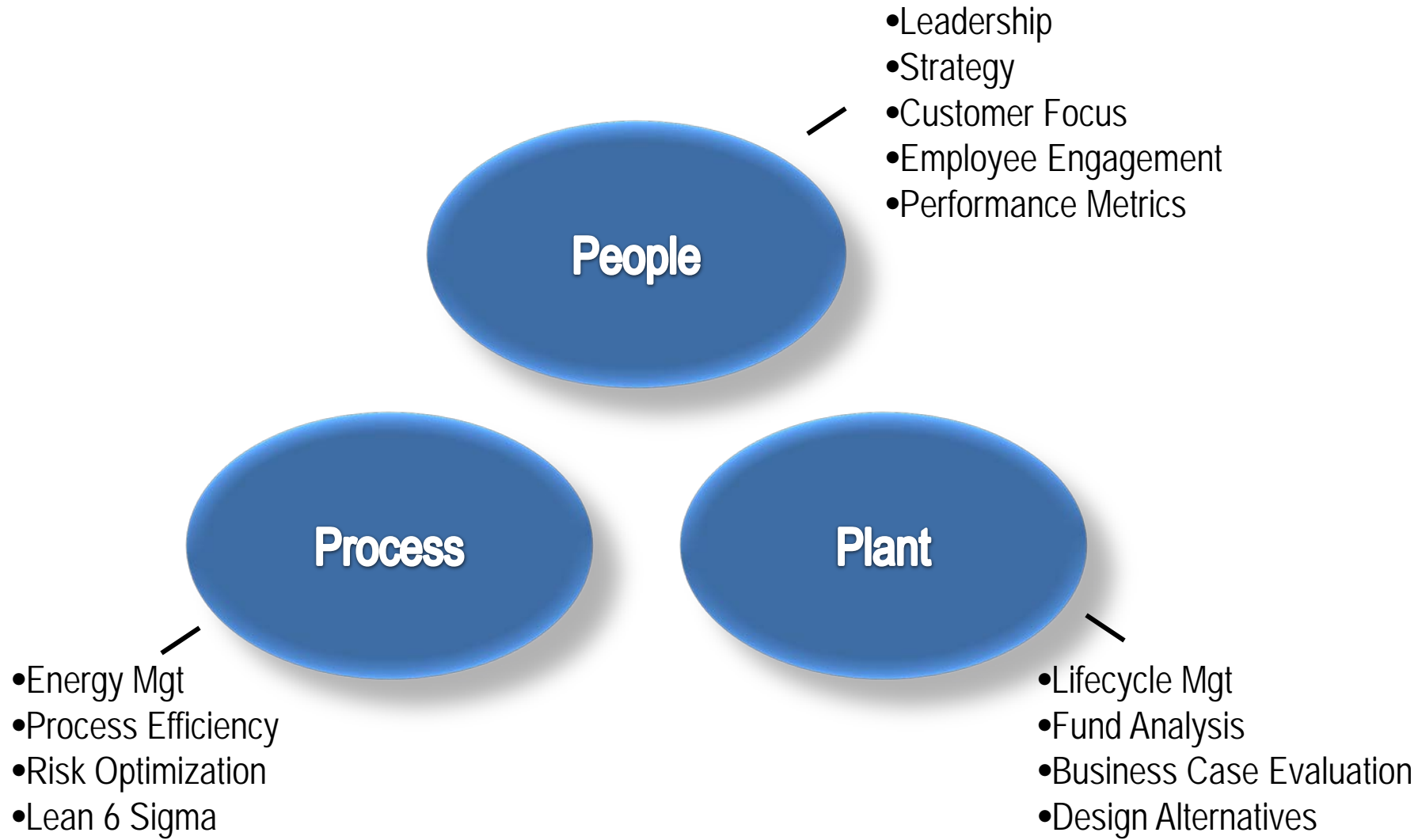


Problem was

- 1) No testing
- 2) Didn't read maximum load
- 3) No contingency planning



Specific Assessments Produce Targeted Improvements



Summary



New Normal



Inefficient utilities fail



Organizational assessments keep the raft floating!

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